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ABSTRACT

This book presents results of a European study into the changing role of human resource development (HRD). Chapter 1, "Introduction," describes the background, objectives, research questions, and underlying research project. Chapter 2, "Learning Organizations and HRD" (Saskia Tjepkema, Hilde ter Horst, Martin Mulder), discusses the conceptual framework underlying the study. This framework summarizes important insights on HRD's role in learning organizations. Chapter 3, "Methodology" (Saskia Tjepkema), provides a more detailed explanation of the research design. Central to the book are case study reports from participating countries (Chapters 4-10): "Cases from Belgium" (Dirk Buyens et al.); "Cases from Finland" (Tapio Vaherva, Hetamari Woods); "Cases from France" (Daniel Belet); "Cases from Germany" (Peter Pawlowsky, Katja Neubauer, Rudiger Reinhardt, Antje Buschmann); "Cases from Italy" (Massimo Tomassini, Andrea Cavrini); "Cases from The Netherlands" (Hilde ter Horst, Saskia Tjepkema); and "Cases from the United Kingdom" (Sally Sambrook, Jim Stewart). These include cases from the service and manufacturing sectors, with a rich diversity of types of organization. Each case study includes a brief description of the type of case organization, so only those case studies from a particular sector can be read. Especially noteworthy HRD practices are highlighted in the case study chapters in separate text boxes. Chapter 11, "Conclusions from Case Studies and Survey" (Saskia Tjepkema), summarizes results from the case study research and survey. Chapter 12, "Reflections and Discussion" (Sally Sambrook, Jim Stewart), concludes the book. Appendixes include a 98-item bibliography and index. (YLB)

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